Как создать круги воздействия.
Управление библиотеками в школах Хорватии

How to Build Influence Circles?
Library Management of Croatian Schools

Як створити кола впливу?
Управління бібліотеками у школах Хорватії

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Общее развитие науки и техники привело к возникновению новых подходов к бизнесу — к маркетингу — с целью внедрения услуг и удовлетворения потребностей пользователей.

Современный маркетинг, так же как и современная философия образования, развивает образовательные услуги в контексте запросов каждого студента к знаниям.

Каков статус библиотек Хорватии сегодня? Ответ короток и ясен: недостаточность с точки зрения библиотековедения и системы образования. И основной причиной является неадекватное управление библиотеками и сопутствующими областями.

Что необходимо сделать и кто должен в этом участвовать?

Данное исследование пытается ответить на эти вопросы и порекомендовать примеры современного управления услугами в школьных библиотеках и в библиотеках для профессионалов, чьи приоритеты в образовательных услугах должны послужить основой повышения имиджа школьных библиотек в глазах общественности.

General development of science and techniques has brought new approaches to business — MARKETING — with purpose of introduction and satisfaction of service user needs.

Modern marketing, as a modern education philosophy, develops educational services in the contest of desire of each student for acknowledge.

What is the status of Croatian libraries today? The answer is short and clear: unsatisfactory in the field of library profession and educational system. The main cause for it is absolute deficit of management in Croatian school libraries and around it.

What should be done? Who should participate in it?

This research will try to answer to the questions and recommend some drafts of modern management for services in school libraries and of library professionals, whose educational priority would be creation of theoretically organized presentation of school library in public.

Загальний розвиток науки та техніки призвіло до виникнення нових підходів до бізнесу — до маркетингу — з метою впровадження послуг та задовольнення потреб користувачів.

Сучасний маркетинг, як і сучасна філософія освіти, розвиває освітні послуги у контексті запитів кожного студента — знань.

Який статус хорватських бібліотек сьогодні? Відповідь коротка і ясна: недостатність з точки зору бібліотекознавства та системи освіти. І основна причина — неадекватне управління бібліотеками та спорідненими галузями.

Що треба зробити? Хто має брати участь в цьому?

У цьому дослідженні зроблено спробу відповісти на ці питання та запропонувати деякі приклади сучасного управління послугами у шкільних бібліотеках та у бібліотеках для професіоналів, чиї приоритети в освітніх послугах мають послужити основою підвищення їміджу шкільних бібліотек серед громадськості.

**Key words:** school library, school library professionals, management, marketing
About Existing Marketing

U survey research which was conducted in 75 school library samples in different counties of the Republic of Croatia, we tried to find an answer on any type of marketing activities in school libraries.

The questions were connected to the programme of school libraries work, education of users — students and professors, usage of acknowledge source, library users, services of library and information available to users.

These are all library activities where marketing could have a big influence. The answers we collected showed that our school library professionals do the job required, they do it well, but they don’t recognize areas where they should apply marketing. What we exactly need is two types of marketing:

1. Towards inside — SCHOOL
2. Towards outside — WIDE ENVIRONMENT

• School's marketing should involve the following:
  • Students
  • Professors
  • Principles
  • Administration offices
  • Parents
  • All other school employees

Wide environment includes:

• Educational profiles
• Library profession

Adjustment of Yesterday and Today for Tomorrow

Why do we think and talk about management in schools? Few reasons can be mentioned:

At first place comes an unpleasant situation of how to abroad bigger and bigger gap between students and their schools. Students are becoming more distanced from school classes. From numeral conducted researches, they consider their professors old fashioned and unmotivated and for educational subjects as unnecessary facts.

• The fact is that our school plans and programmes are obliged, too wide, priorities and strategy is not set, and there is no clear vision of what is more or less important.
• Students have too many obligations and for that reason we urgently need a new scenario that will not prescribe, influence force or punish. Studying should become more personal or flexible, independent and open minded, and it shouldn't be addressed to the certain time and place.
• Step by step, school is becoming a modern community for living and building experience and helping to grow. It searches and stimulates wealth of shapes, ways and styles of work where creativity and innovations become as dominating quality of modern development and education. There is something more: new management leadership that will use cognition and methods of successful business leadership applicable to specific school situations.
• This new situation «wakes up» school libraries which still represent «closed world» of our society, «sleeping beauties» waiting for necessary conditions to become buildings of information traffic.

In this way marketing strategy develops to the point where it can bring hope for better future of Croatian school system with ability to advertise.

Students will practically live and learn, become initiative, organize their work rationally, build teamwork and live civilized life.

Changes in school performance and their libraries will result with marketing strategy.

Studying and managing teamwork becomes a priority.

It accomplishes by intensive communication and positive emotions through partnership and cooperation with all participants in education and development.

New environment develops with higher cultural and civilization degree.
To act as a team player means having wide and complementary knowledge, skills and experience, faster problem solving, act with more flexibility and efficiency.

**How to Build Marketing Influence Circles in School Libraries?**

Certain authors consider that definition of marketing changes in regards to the point of view from which is monitored. According to mentioned the definition of marketing could even adapt to non-profit making organizations. In these organizations — such as libraries, marketing should be considered and directive to development of creative strategy for solving problems that hinder their progress, necessary for surviving. (Župan, 2001.). In school library case those disturbing factors would be:

1. financing
2. change of classical role of school libraries as a consequence of informatization era
3. status of school libraries
4. school librarians status

At the example of school libraries — the term «profit», (usually connected to the term of marketing), is progress of our profession and our personal progress.

Progress of profession can be accomplished by identification of user’s needs, which have to be the source and basis of all ideas and programme creations in development of general strategy for business promotion.

Even if examination and following of users needs is not a rare thing in school libraries and treating and direction of work performance presents logical process running, it was rarely spoken and written of marketing and management at our schools.

**School Library Activities from Marketing Point of View**

School libraries and libraries in general present non profit making and unproductive services. But, as we explained before, that is only apparently.

Our profit presents a progress of our service, tightly connected to the final profit that education offers. Marketing literature often tells about «production of service» and «service offering» (Župan, 2001.). School libraries produce and offer services, and that uniquely builds our profession.

Quality and educational degree of our service users depends on quality of our library service. Seeking for this type of profit, we will take over certain amount of action from what we consider marketing and management. According to Vesna Župan (2001.) service management could be defined as an ability to organize and design service supply and strategy.

Survey results show visible conscious absence to the importance of work strategy designing.

Even 48% of school librarians think they can offer some other services what clients do not ask for, but they do not inform or offer those services.

Creating a strategy of modern school libraries in our environment is completely necessary, but good thing to know is what we can operate with, other words where we can be marketing influenced and levelling certain segments. According to Blanche Woolls (1999.) it is important to manage:

1. work programme
2. work space
3. employees
4. funds
5. budget
6. services
7. marketing of school libraries
8. advertisement of evaluation programmes
9. association
10. professional societies

Correct management of all above parts of activities should lead us to the main reason of school libraries marketing plan importance, and those are problems that stay on our way to making a profit.
School Libraries Work Programme

Even if many of our school librarians love to get finalized forms for their frames or micro planes and work programmes and feel safer to perform based on something tested and deeply rooted, this wouldn't satisfy us... By those answers the consciousness of work programme role in managing activities of libraries is confirmed. It is well known that each school runs differently, not only by its educational programmes, but in curriculum which makes it special. School libraries have more complex work to accomplish in comparison to other subjects teaching. Certain subject programmes are too official.

School libraries vary from school to school and their goals and assignments become different according to it. Good work programme of school libraries will have goals set only at the beginning level, and all the rest will vary of the specific type of school.

Librarians will not create programme alone, they will form teams with their clients — in this case it would be professors and students. Developing such a work programme can be based on «business concept» (Woolls, 1999.) that predict:

- planning
- organizing
- managing
- actualizing
- controlling

Each one of those stages should be clearly divided and feasibly established. Planning should include the following examples:

1. depending on an assigned programme basis
2. Decision on which subject to enrol
3. What job should be accomplished?
4. Who will get a job done?

Decision on the programme subject will be based on service users needs (students, classes, professors), professional associates and other participants. Process of planning should involve all factors that have any kind of important role in realization of programme. Programmes brought at this modelling principle should bring certain results.

Marketing Service in School Libraries

Marketing service seems to be the most important fact of school libraries.

Even if our activities are something that we want to show others, we can not achieve it adequately without all additional parts that have to be carefully advertisely planned.

School library activities are reflection of good programmes organized according to service user needs and goals set by educational system. If programmes are not good, our activities will not be impressive, creative, adopted by service users. This will grade our activities very low and it will be found as a first on the list to cancel, or cut on finance, etc.

Better financing of libraries can be accomplished by better efficacy, founded on a good programme planning.

Being good does not mean being a popular too. This shows the meaning of school library marketing in building a self image. School librarian has to plan action to offer their services to professors who will (followed by logics and finding benefits for themselves, students and educational process), start to direction students towards libraries, what would help us to integrate libraries to the class teaching process. If the whole plan functions circularly, school library activities will become interest, necessity for all participants, and that will make

School Library Funds and Marketing

How to use marketing influence on school library funds? We can make them accessible and maximally used. We can directly influence to the library funds by the following:
- purchasing policy according to needs of our service users
- information selection
- material processing
- material circulation

Quality purchasing policy can be led only by school librarians who understand and follow needs of their service users. Materials for this type of libraries can not be the same.

Schools vary from their programmes and a fund has to follow ordinary and extraordinary programmes. Resolutions where other specialists make decisions on library purchasing is not a good idea

Quality fund is the one that can give answers to the request of their users.

So, sometimes humble funds can be better used if they have a good concept.

Selection of information should follow age, student’s interests as new modern approaches in contest processing, as for example «critical opinion».

Quality, professional and accessible material process will assure easier search and better availability to our service users. Simple approach to materials will attract students.

We usually don't pay enough attention to materials circulation, reducing it to rentals or utilization of library facilities. Purposeful marketing circulation will include:
- work with students and their parents to achieve motivation for reading and listening
- selection and correction of literature for different age and profiles
- literature promotion through written surveys or conversation
- identification, selection and usage of technology

**School Librarian — Manager**

Now days, educated person need to have written skills, be creative, innovative, open minded, multicultural and one new thing — to have *entrepreneurs spirit*.

School librarian will not be able to survive only as a teacher, associate and librarian professional.

New time has come, with new positions, roles, possibilities, obligations and responsibilities of individual development that promotes school librarian to become a manager, person that accepts changes, prepared to transfer situations to possibilities, joint old and new and always honouring other associates.

As a manager, school librarian accepts and conducts basics of management that tell about honour and respect towards associates, strength feelings of self-confidence and abilities of good communication. What can school librarian do as a team member to attract new users and to maintain satisfaction of existing ones?

He has to be a good associate, trainer, leader and technician, real professional with honourable skills in daily work. One of the most important skills is to know how to advertise, not to isolate, be proactive when offering information and have faith in process.

This would keep service users for quite some time, because they represent the reason of school libraries and librarians existence

**School Librarians and Promotion of School Libraries**

Public relations, as a part of marketing strategy, is completely neglected area of school library praxis. School librarians have assignment to improve todays unsatisfactory reputation of school libraries. For that reason they need to be properly educated for creative representation of school libraries in public. It is necessary to plan activities for development of positive opinion on activities of school libraries and its complexed and responsible role in educational process. Courtesy and kindness of school librarians are primary effects in this area of positive publicity development.

Those activities can be accomplished by planned communication programmes (seminars, congresses, round table, associations, discussions, expert meetings…).

School library is becoming a place of promotion of life learning, based on expression LEARN HOW TO LEARN.

According to the research of UNESCO International commission for education development in 21st century here are some principles that should be built to lifetime learning:

Learn to know
Learn to make
Learn to live together
Learn to be

Conclusion

School library activities in the Republic of Croatia today is absolutely comparable to global examples. Development strategy role of school libraries in educational system in on trace of the best global examples.

The only outstanding is noticed in the sphere of tools and financing for school library work performance. In fact, there are reasons for being satisfied with a work of school libraries. But, there are some parts that should be changed and that seek for new approaches.

School libraries and their librarians, still in conscious of users, employers and public don’t have defined position. This fact is in opposite of contribution offered by school libraries to the whole educational system today and even more in the future. If we know that school library services, for quite some time, offer all new types of studying and work performance, that has only been recommended at the sphere of subject teaching, than the quality and creative contribution of school librarians is already proved. So, what is actually happening? Why are the school libraries facts unknown to the public? We have done everything for our service. Even if our employees are usually educated more than others in school, the perception of other professors is stronger than ours. The answer lays in deficit of marketing creativeness, the same work but advertised and presented differently.

Literature